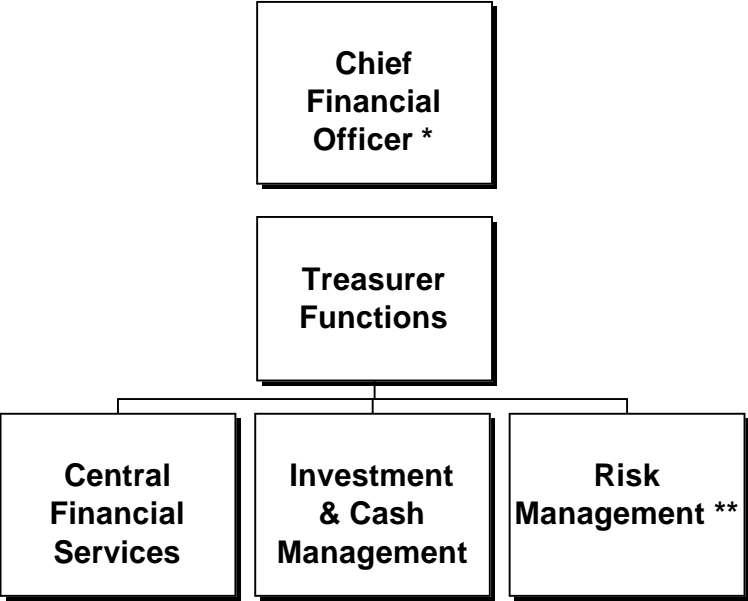


# DEPARTMENT OF FINANCE



\* The Chief Financial Officer has responsibility for strategic direction and oversight of this agency; however, for budget purposes, this position and associated funding are reflected within the Department of Management and Budget.

\*\* Risk Management is reflected in Fund 501, County Insurance Fund.

# DEPARTMENT OF FINANCE

## Agency Position Summary

Fund 001:	69	Regular Positions (-3)	/	69.0	Regular Staff Years (-3.0)
Fund 501:	<i>13</i>	<i>Regular Positions</i>	/	<i>13.0</i>	<i>Regular Staff Years</i>
	82	Total Positions (-3)	/	82.0	Total Staff Years (-3.0)

## Position Detail Information

### TREASURER FUNCTIONS

1	Director
2	Deputy Directors
1	Management Analyst III
1	Administrative Assistant V
1	Administrative Assistant IV
2	Administrative Assistants III
1	Administrative Assistant II
1	Network Analyst III
1	Network Analyst I
<i>1</i>	<i>Administrative Associate</i>
12	Positions
12.0	Staff Years

### CENTRAL FINANCIAL SERVICES

4	Chiefs Finance Division
0	Management Analyst IV (-1)
3	Financial Reporting Managers
1	Management Analyst III
9	Accountants III
9	Accountants II (-1)
1	Accountant I
4	Administrative Assistants V
3	Administrative Assistants IV
8	Administrative Assistants III (-1)
2	Administrative Assistants II
3	Administrative Associates
2	Business Analysts III
1	Business Analyst II
<i>2</i>	<i>Business Analysts I</i>
52	Positions (-3)
52.0	Staff Years (-3.0)

### INVESTMENTS AND CASH MANAGEMENT

1	Investment Manager
3	Investment Analysts
<i>1</i>	<i>Administrative Assistant II</i>
5	Positions
5.0	Staff Years

### RISK MANAGEMENT

1	<i>Risk Manager</i>
<i>1</i>	<i>Administrative Assistant IV</i>
2	<i>Positions</i>
2.0	<i>Staff Years</i>

### Insurance Management

<i>1</i>	<i>Insurance Manager</i>
1	<i>Position</i>
1.0	<i>Staff Year</i>

### Claims Management

1	<i>Claims Manager</i>
1	<i>Claims and Rehabilitation Supervisor</i>
1	<i>Rehabilitation Specialist</i>
2	<i>Claims Specialists</i>
<i>1</i>	<i>Administrative Assistant III</i>
6	<i>Positions</i>
6.0	<i>Staff Years</i>

### Employee Safety

1	<i>Safety Manager</i>
<i>1</i>	<i>Safety Analyst</i>
2	<i>Positions</i>
2.0	<i>Staff Years</i>

### Operational Analysis

1	<i>Risk Analyst</i>
<i>1</i>	<i>Management Analyst II</i>
2	<i>Positions</i>
2.0	<i>Staff Years</i>

( - ) Denotes Abolished Position

Positions shown in italics are funded in Fund 501, County Insurance Fund.

# DEPARTMENT OF FINANCE

## Agency Mission

To protect and maintain the fiscal integrity and financial solvency of the County government.

Agency Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	73/ 73	72/ 72	72/ 72	70/ 70	69/ 69
Expenditures:					
Personnel Services	\$3,552,155	\$4,036,013	\$4,036,013	\$4,175,906	\$4,067,151
Operating Expenses	3,079,218	3,092,893	3,380,901	3,209,068	3,138,167
Capital Equipment	1,292	0	0	0	0
<b>Subtotal</b>	<b>\$6,632,665</b>	<b>\$7,128,906</b>	<b>\$7,416,914</b>	<b>\$7,384,974</b>	<b>\$7,205,318</b>
Less:					
Recovered Costs	(\$260,545)	(\$218,852)	(\$218,852)	(\$218,852)	(\$218,852)
<b>Total Expenditures</b>	<b>\$6,372,120</b>	<b>\$6,910,054</b>	<b>\$7,198,062</b>	<b>\$7,166,122</b>	<b>\$6,986,466</b>
Income:					
State Shared Retirement	\$10,844	\$11,145	\$11,145	\$10,855	\$10,855
State Shared Finance	374,821	370,447	360,304	350,936	350,936
<b>Total Income</b>	<b>\$385,665</b>	<b>\$381,592</b>	<b>\$371,449</b>	<b>\$361,791</b>	<b>\$361,791</b>
<b>Net Cost to the County</b>	<b>\$5,986,455</b>	<b>\$6,528,462</b>	<b>\$6,826,613</b>	<b>\$6,804,331</b>	<b>\$6,624,675</b>

Summary by Cost Center					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Agency Management	\$4,166,760	\$3,587,635	\$3,875,643	\$3,819,966	\$3,685,400
Investments and Cash Management	339,459	362,875	362,875	378,812	372,260
Accounting and Reporting	1,129,965	1,518,307	1,518,307	1,477,761	1,450,223
Procedures and Controls	735,936	1,441,237	1,441,237	1,489,583	1,478,583
<b>Total Expenditures</b>	<b>\$6,372,120</b>	<b>\$6,910,054</b>	<b>\$7,198,062</b>	<b>\$7,166,122</b>	<b>\$6,986,466</b>

## Board of Supervisors' Adjustments

*The following funding adjustments reflect all changes to the FY 2004 Advertised Budget Plan, as approved by the Board of Supervisors on April 28, 2003:*

- ◆ A decrease of \$32,055 reflects reduced funding for the Pay for Performance program. Based on the approved 25 percent reduction, the FY 2004 program will result in reductions to the increases employees will receive based on their performance rating, capping employees to a maximum of 5.25 percent. This adjustment leaves in place the Pay for Performance program in preparation for system redesign for FY 2005.
- ◆ A decrease of \$107,322 and 1/1.0 SYE position, including \$76,700 in Personnel Services and \$30,622 in Operating Expenses, to the Finance Assistance and Compliance Team will result in reduced funding for audit contractors and reviews of some external operations.

## DEPARTMENT OF FINANCE

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- ◆ A decrease of \$31,079 in Operating Expenses for Information Technology infrastructure charges and a decrease of \$9,200 for PC Replacement charges based on the reduction in the annual contribution for PC replacement by \$100 per PC, from \$500 to \$400.

***The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan from January 1, 2003 through April 21, 2003. Included are all adjustments made as part of the FY 2003 Third Quarter Review:***

- ◆ The Board of Supervisors made no adjustments to this agency.

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### ***County Executive Proposed FY 2004 Advertised Budget Plan***

#### **Purpose**

The Department of Finance serves the citizens of Fairfax County, its vendors and partners, and agencies throughout the County. In FY 2004, the department will continue collecting non-tax revenue; ensuring accurate processing of financial transactions; identifying and mitigating risk of loss of County financial resources; paying countywide obligations; and ensuring timely reporting of financial data to the governing body, rating agencies, and constituents.

#### **Key Accomplishments**

- ◆ The Department of Finance continues to produce reliable, complete, and useful financial reports that are key to understanding the County's operations and that demonstrate the effectiveness of its elected representatives and County management. Each year since 1977, the County's Comprehensive Annual Financial Report (CAFR) has been awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Financial Officers Association of the United States and Canada. To achieve this recognition, a government unit must publish an easily read and efficiently organized CAFR, which conforms to established program standards.
- ◆ During FY 2002, the County's Investment Policy was awarded a certificate of excellence for the fourth consecutive year by the Association of Public Treasurers of the United States and Canada. This recognition confirms to the public and County management the soundness of the County's approach to managing cash assets.
- ◆ The department introduced expanded analytic capabilities of treasury management software to manage the County's approximately \$1.5 billion investment portfolio. This capability automates data collection, analysis/reporting, and cash mobilization associated with day-to-day treasury operations. The software also optimizes investment and cash management operations, significantly enhances internal control procedures, reduces bank fees, provides accurate accounting and financial reports previously not available, establishes disaster recovery back-up, and increases investment return through strategic control of cash.
- ◆ All preparations were completed for implementation of the new financial reporting model as prescribed by the Governmental Accounting Standards Board Statement No. 34, *Basic Financial Statements – and Management's Discussion and Analysis – for State and Local Governments*.

## DEPARTMENT OF FINANCE

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- ◆ New electronic payment and collection tools for non-tax revenues were introduced in FY 2002. Payment to childcare providers was the first use of commercial banking Automated Clearing House to replace paper checks and traditional mail delivery methods. A complementary process was introduced to support the Park Authority's collection of rental revenue by automatic debit to the client's account and direct deposit to a County bank account. Preparations were begun for expanded use of these Internet tools to other County operations.
- ◆ County agencies received expanded training and assistance in support of their efforts to manage timely collection of accounts receivable. Reports were developed, utilizing existing data sources, to identify collection priorities and opportunities; and, the receivables team promulgated standards for continuous review and action to maintain acceptable turnover of receivables.

### **FY 2004 Initiatives**

- ◆ Implement a capital assets accounting system to assist in management of high value property and to ensure proper reporting of this category of assets.
- ◆ Improve the timeliness of grant revenue collection and increase investment earnings by streamlining the cash management procedures for grants and by increasing the awareness of revenue opportunities by primary users of grant funding.
- ◆ Initiate use of the County's procurement card (credit card) to pay utility bills, reducing payment time and effort while earning further rebate revenue from the card provider.
- ◆ Conduct a "recovery audit" to further assure that no revenue owed to the County is unresolved and uncollected.
- ◆ Introduce Internet capabilities for transmission of bank-to-bank wire transfers.

### **FY 2004 Budget Reductions**

As part of the FY 2004 Advertised Budget Plan, reductions totaling \$257,137 and 2/2.0 SYE positions are proposed by the County Executive for this agency. These reductions include:

- ◆ Reduction of \$121,759 and 1/1.0 SYE position in the Revenue Collection Improvement Program impacting the County's efforts to perform supplemental, County-wide revenue collection oversight. Responsibility for oversight of collections and for maintaining systems enhancement will be returned to departments, with periodic County-wide program assessment.
- ◆ Reduction of \$92,978 and 1/1.0 SYE position in the Compliance and Oversight Program reducing supplemental efforts to centrally assess financial risks and cost inefficiencies. These functions will be absorbed by existing finance staff, who will continue to work with other County agencies to ensure compliance.
- ◆ Reduction of \$42,400 in Countywide Financial Service Initiatives impacting the Department of Finance's ability to implement additional e-Government initiatives. Despite the decrease, finance staff will continue to pursue some emerging technologies and train staff to implement new financial tools.

# DEPARTMENT OF FINANCE

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## Performance Measurement Results

Investment operations executed 1,304 investment purchase transactions in FY 2002, only three of which were not in technical compliance with policy, improving the compliance rate from 99.52 percent to 99.77 percent. The yield on County investments during FY 2002 exceeded the benchmark by 28 basis points. The number of bank-to-bank cash payment transactions remained stable in FY 2002 at 5,740. There was a slight increase in demand for new banking services in FY 2002, following typical cyclical variation patterns. The number of checks issued by the department remained virtually unchanged in FY 2002 compared with FY 2001, with the cost per check increasing from \$.14 to \$.16 due to normal inflation.

The department met all mandatory financial reporting deadlines and, as a measure of continued quality, the Comprehensive Annual Financial Report received the Certificate of Achievement for Excellence in Financial Reporting for the twenty-fifth consecutive year.

Beginning in FY 1999, a number of financial support operations were decentralized to customer agencies. The department increased emphasis on its oversight and consultative roles and by the end of FY 2002, agency support visits and training goals were being met and customer satisfaction was at or above anticipated levels. Additional resources were added to this function in FY 2002 with a focus on policy compliance and improvement of internal controls.

## Funding Adjustments

*The following funding adjustments from the FY 2003 Revised Budget Plan are necessary to support the FY 2004 program:*

- ◆ An increase of \$232,682 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ◆ A decrease of \$92,789 and 2/2.0 SYE positions in Personnel Services as part of the reductions made by the County Executive in the Revenue Collection Improvement Program and the Compliance and Oversight Program.
- ◆ A net decrease of \$171,833 in Operating Expenses due to \$164,348 in reductions made by the County Executive, a decrease of \$288,008 for one-time carryover of FY 2002 funding into FY 2003, and a net increase of \$280,523 primarily due to Information Technology infrastructure charges.

*The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan since the passage the FY 2003 Adopted Budget Plan. Included are all adjustments made as part of the FY 2002 Carryover Review and all other approved changes through December 31, 2002:*

- ◆ As part of the FY 2002 Carryover Review, an increase of \$264,008, primarily due to increased costs associated with the annual independent audit and financial statement preparation as approved by the Board of Supervisors on March 18, 2002 and \$24,000 in unencumbered carryover to address the audit of the Treasury Workstation (TWS) used to manage the County's investment portfolio.

# DEPARTMENT OF FINANCE



## Agency Management

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	16/ 16	15/ 15	15/ 15	15/ 15	15/ 15
<b>Total Expenditures</b>	<b>\$4,166,760</b>	<b>\$3,587,635</b>	<b>\$3,875,643</b>	<b>\$3,819,966</b>	<b>\$3,685,400</b>

## Goal

To provide administrative services and guidance to Department of Finance employees in order to assist them in meeting their objectives and to make payments by check to satisfy countywide financial obligations.

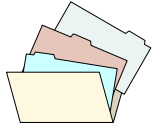
## Performance Measures

### Objectives

- ♦ To process all County check printing requests accurately and expeditiously, with at least 96 percent of the processing completed within 24 hours of receipt of request.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Checks requested and processed	329,061	328,728	340,000 / 320,801	325,000	325,000
<b>Efficiency:</b>					
Cost per printed check processed	\$0.35	\$0.14	\$0.15 / \$0.16	\$0.14	\$0.15
<b>Service Quality:</b>					
Percent of checks printed and routed correctly	99.8%	99.9%	99.9% / 99.9%	99.9%	99.9%
<b>Outcome:</b>					
Percent of printed checks processed within 24 hours	95.0%	96.0%	96.0% / 96.0%	96.0%	96.0%

# DEPARTMENT OF FINANCE



## Investments and Cash Management

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	5/ 5	5/ 5	5/ 5	5/ 5	5/ 5
<b>Total Expenditures</b>	<b>\$339,459</b>	<b>\$362,875</b>	<b>\$362,875</b>	<b>\$378,812</b>	<b>\$372,260</b>

### Goal

To manage all bank relationships and cash for County agencies in order to ensure the safety of financial assets, maximize interest income, and fund financial obligations.

### Performance Measures

#### Objectives

- ♦ To productively invest cash assets in order to maintain a high level of safety, essential liquidity, and a reasonable return on investment commensurate with the primary goals of safety, liquidity, and yield, which translates to achieving for the portfolio a rate of return that is 12 basis points higher than the rolling average six-month Treasury Bill discounted rate. The FY 2003 and 2004 estimates are reduced to 12 basis points, from 28 basis points in FY 2002, in view of current expectations of available market rates.
- ♦ To ensure that the County funds all current and projected cash requirements with 99.98 percent of properly funded transactions completed on time.
- ♦ To provide oversight and support to all County banking functions ensuring cost efficient, timely, and accurate banking services with 96 percent of bank transactions completed on time.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Annual portfolio return achieved	5.20%	6.03%	2.50% / 2.58%	1.40%	1.40%
Total cash payment transactions conducted (1)	5,645	5,776	6,463 / 5,740	1,856	1,856
Banking service transactions processed	468	294	229 / 283	275	275
<b>Efficiency:</b>					
Work years per 100 investment transactions	0.44	0.57	0.33 / 0.23	0.23	0.23
Work years per 1,000 cash payment transactions	0.12	0.12	0.12 / 0.30	0.30	0.30
Staff hours per 100 banking service transactions	0.11	0.17	0.11 / 0.37	0.37	0.37

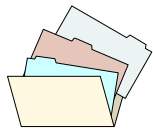


## DEPARTMENT OF FINANCE

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Service Quality:</b>					
Percent of investment transactions in compliance with policy guidelines for safety, liquidity, and yield	99.84%	99.52%	99.88% / 99.77%	99.77%	99.77%
Percent of time target balance is met (2)	97.39%	97.28%	95.70% / 93.99%	NA	NA
Percent of transactions completed accurately	100.00%	97.28%	95.70% / 96.11%	96.11%	96.11%
<b>Outcome:</b>					
Spread basis points between portfolio return and average rolling 6-month Treasury Bill	23	85	26 / 28	12	12
Percent of properly funded transactions completed on time	99.96%	99.88%	95.70% / 99.88%	99.98%	99.98%
Percent of correct bank transactions completed on time	100.00%	97.28%	96.00% / 96.00%	96.00%	96.00%

(1) FY 2003 estimate for total cash payment transactions conducted is being lowered due to the new process of using zero balance accounts to automatically transfer funds from County deposit accounts.

(2) In FY 2003, percentage of time target balance has been met and is no longer a valid performance measurement indicator due to the implementation of zero balance accounts.



## Accounting and Reporting

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	24/ 24	24/ 24	24/ 24	23/ 23	22/ 22
<b>Total Expenditures</b>	<b>\$1,129,965</b>	<b>\$1,518,307</b>	<b>\$1,518,307</b>	<b>\$1,477,761</b>	<b>\$1,450,223</b>

## Goal

To provide technical accounting oversight and guidance to County agencies to ensure that generally accepted accounting procedures, legal requirements, County policies and procedures are consistently applied; to maintain the integrity of the County's accounting records; and to satisfy fully all reporting requirements.

# DEPARTMENT OF FINANCE

## Performance Measures

### Objectives

- ◆ To provide technical oversight of the County's accounting records by performing reconciliation of the financial records of all County agencies, and to complete this activity for at least 95 percent of the County agencies within 30 days after each month end. Such reconciliation ensures that agencies adhere to County policies and procedures, State and Federal guidelines, Government Accounting Standards Board (GASB) standards, and Generally Accepted Accounting Procedures (GAAP) for recording financial transactions.
- ◆ To prepare annual financial reports and schedules with the highest degree of accuracy and relevancy, on time and within established guidelines. Among these reports are the Comprehensive Annual Financial Report (CAFR), the Annual Report to the Auditor of Public Accounts (APA), the Statement of Treasurer's Accountability, entity financial statements, and statistical tables.
- ◆ To achieve peer recognition for quality of performance by receiving the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the County's CAFR.
- ◆ To provide technical oversight of the County's fixed asset accounting records by performing reconciliation of the financial reports of the County's finance and purchasing systems for all County agencies and to complete this activity for at least 90 percent of the County agencies within 30 days after each month-end. Such reconciliation ensures that agencies adhere to County policies and procedures, State and Federal guidelines, GASB accounting standards, and GAAP for recording fixed assets.

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Reconciliations completed monthly (1)	102	102	102 / 102	102	102
Financial statements/reports reviewed and/or prepared	265	318	377 / 390	416	416
Fixed asset records reconciled daily	2,511	3,386	3,555 / 3,903	4,176	4,468
<b>Efficiency:</b>					
Cost per completed reconciliation and review	\$2,187	\$2,971	\$3,120 / \$3,120	\$3,276	\$3,440
Cost per fixed asset record reconciled	\$20.28	\$18.66	\$19.59 / \$16.51	\$16.19	\$15.89
<b>Service Quality:</b>					
Average days to complete monthly reconciliation and review (2)	15	15	15 / 17	15	15
Days to prepare financial reports	153	153	153 / 153	153	153
Management Letter issues in the Letter to the Board of Supervisors	0	0	0 / 0	0	0
Average days to complete monthly fixed asset reconciliation and review	30	42	30 / 30	30	30

## DEPARTMENT OF FINANCE

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Outcome:</b>					
Percent of monthly reconciliations completed within 30 days of month-end	95%	95%	95% / 80%	95%	95%
Percent of financial statements completed on time	100%	100%	100% / 100%	100%	100%
Receipt of GFOA Certificate of Achievement for Excellence for CAFR	YES	YES	YES / YES	YES	YES
Percent of monthly fixed asset reconciliation completed by 30 days after month-end	85%	72%	85% / 85%	90%	90%

(1) A one time adjustment prescribed by GASB 34 to include infrastructure assets resulted in an increase in the number of fixed asset records reconciled and a decrease in the cost per fixed asset record reconciled. It is anticipated that cost will not vary significantly in future years.

(2) Delays in performing monthly reconciliations are due to GASB 34 implementation projects.



## Procedures and Controls

Cost Center Summary					
Category	FY 2002 Actual	FY 2003 Adopted Budget Plan	FY 2003 Revised Budget Plan	FY 2004 Advertised Budget Plan	FY 2004 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	28/ 28	28/ 28	28/ 28	27/ 27	27/ 27
<b>Total Expenditures</b>	<b>\$735,936</b>	<b>\$1,441,237</b>	<b>\$1,441,237</b>	<b>\$1,489,583</b>	<b>\$1,478,583</b>

## Goal

To provide guidance and oversight in fiscal management practices in order to maintain the highest level of accountability and to provide accurate and timely financial performance information to County agencies and external customers.

## Performance Measures

### Objectives

- ◆ To reconcile 95 percent of bank statements within 30 days in order to detect and correct errors and reduce the potential for fraud.
- ◆ To maintain the department's 18-session outreach program, which offers group sessions and forums to share the expertise, experience, and knowledge of those who develop, enhance, and maintain the County's financial and accounting systems and techniques with customer agencies. This effort focuses on the changing priorities and needs of users of the financial system.

## DEPARTMENT OF FINANCE

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 2000 Actual	FY 2001 Actual	FY 2002 Estimate/Actual	FY 2003	FY 2004
<b>Output:</b>					
Bank statements reconciled	384	396	396 / 396	408	408
Outreach sessions conducted (1) (2)	6	10	11 / 11	18	18
<b>Efficiency:</b>					
Cost per bank statement reconciliation	\$344	\$367	\$367 / \$367	\$381	\$373
Staff hours per outreach session (3)	18	18	18 / 18	10	10
<b>Service Quality:</b>					
Percent of unresolved issues 90-days-old	15%	15%	15% / 15%	15%	15%
Percent of outreach sessions rated as fully satisfactory	89%	90%	90% / 90%	90%	90%
<b>Outcome:</b>					
Percent of bank statements reconciled within 30 days (4)	75%	83%	88% / 88%	90%	95%
Percent change in the number of outreach sessions conducted (1) (2)	0.0%	67.0%	10.0% / 10.0%	63.6%	0.0%

(1) The increase in the agency estimate of outreach sessions to be conducted in FY 2003 and FY 2004 is the result of an agreement between the Department of Purchasing and Supply Management and the Department of Finance to have 100% outreach coverage of all decentralized agencies.

(2) No projected growth in FY 2004 is expected in the outreach sessions conducted based on the plan to achieve 100% coverage in FY 2003.

(3) Considering the increased number of expected outreach site visits for FY 2003, with no additional resources being added to the program, the process was streamlined thereby reducing estimated staff hours per outreach session.

(4) The standard for completion of bank statement reconciliation was elevated to 30 days from 45 days in FY 2003.